Business Plan
Public Service Commission

submitted
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2002-2003

"Success Through People"

Public Service Commission

Mission

The Public Service Commission has four important roles. It is responsible for the development and implementation of corporate human resource policy, programs and services; it must ensure through audit and evaluation the quality and value of human resource management practices; it ensures a fair and effective hiring process; and it is Government's agent for collective bargaining.

Planning Context

Plans to achieve the Public Service Commission's mission for the fiscal year 2002/2003 have been formulated by carefully considering and incorporating the following significant factors.

Consultations

The Public Service Commission has received feedback from all government departments regarding their human resource issues and implications. This feedback was received at a departmental environmental scan as well as through HR Forum. HR Forum is made of representatives of the Public Service Commission and Directors of Human Resources in the line government departments. Feedback received indicates that government departments' top human resource priorities include recruitment, retention, succession management and training and development.

Challenges and Pressures

- **Transition to Broader Mandate**
  The Public Service Commission was established by legislation effective June 2001 and has a much broader mandate than the former Department of Human Resources in terms of both scope and accountabilities. The definition of public service provided in the legislation is expandable and allows it to include a wide range of publicly funded employers. The new mandate includes audit and evaluation as a core business function among the accountabilities noted below.

- **Specific Accountabilities**
  The legislation which established the commission outlined its mandate by prescribing certain activities that the commission will now be involved with.

  Main activities in regards to human resource management policies and collective bargaining include:

  - with regards to human resource management policies, programs, standards and procedures
    - determine what is appropriate
    - set frameworks
    - provide advice and assistance

- ensure implementation
- assess or audit implementation

- with regards to collective bargaining,
  - provide advice to the Minister
  - provide appropriate direction to the public service
  - approve collective agreements

Other activities may include:

- review compensation practices and implement policies
- carry-out research studies, surveys and make recommendations
- develop succession planning
- provide advice on planning, organizational studies, and training & development
- develop human resource management policies, programs, standards and procedures for the public service
- advise and assist on organizational development and design
- prescribe forms

Additional resources will be required to fulfil this broader mandate. In addition to continuing to make the transition from the Department of Human Resources into a Public Service Commission, it is recognized that the Public Service Commission will also continue to be required to support ongoing government restructuring.

Demographics and Compensation Pressures

The Public Service Commission will be required to develop strategies to manage recruitment and retention challenges given demographic and compensation pressures.

- **Demographic Facts and Stats**
  - government workforces are aging at a much faster rate than the labour force as a whole.
  - average age of the civil service is 46
  - average age of the management group is 47
  - Feeder groups
    - Average age of professional group is 43
    - Average age of technical group is 45

  Projected retirements: 50% of the workforce is between the ages of 45 to 60.

The Public Service Commission will continue to provide government with workforce demographic and trends essential to the decision-making process. Demographic trends indicate that government must continue to take steps toward becoming an "Employer of Choice". Effective human resource planning and the creation of a high quality work

environment are critical if the Government of Nova Scotia is to meet recruiting and retention challenges.

- **Compensation**

  - Salaries and wages comprise a significant percentage of overall government budget. Recent wage settlements within Nova Scotia and Canada, are a pressure for future government salaries and wages.
  - The average projected wage and salary increase for the public sector will surpass that projected for the private sector for the first time in many years *(Conference Board of Canada, Compensation Planning Outlook, 2002).*

Opportunities

Government as Employer:
Governments in Atlantic Canada are dominant employers, with almost one in four Atlantic workers employed in the broader public sector (Canadian Policy Research Network, Public Service Recruitment and Retention in Atlantic Canada). As a relatively large employer, the Government of Nova Scotia is positioned to be a trend setter in terms of human resource management practices and working conditions.

Public Service Commission:
The broader Public Service Commission mandate will benefit government and its employees. In addition to a more strategic approach in striving to become an "Employer of Choice", it is anticipated that the new mandate and HR strategy will result in significant savings over the long-term period. This will be achieved by:

- Coordinating collective bargaining for broader public service,
- Improving financial accountability through the extension of human resources policies to broader public service,
- Supporting and developing "Employer of Choice" policies and programs,
- Implementing succession management to ensure that supply meets demand.

An "Employer of Choice":
An employer of choice recognizes and provides employees with what they value.

- recognition and rewards
- healthy and safe work environment
- work-life balance
- encourages initiative and creativity

- opportunity to use and develop skills
- commitment to training and learning

Strategic Goals

Six strategic goals have been identified as key to the Public Service Commission's mission.

The Public Service Commission is committed to integrating the principles of Diversity Management in everything it does including its strategic goals and priorities.

1. Recruit and retain professional and effective public servants.

2. Compensate, reward and recognize public servants for their contribution to government's goals and priorities.

3. Support learning opportunities for employees by offering and encouraging training opportunities.

4. Ensure effectiveness and compliance of corporate human resource policies and programs through audit and evaluation.

5. Support government accountability by coordinating collective bargaining and extending human resource policies to include the broader public service.

6. Provide a safe work environment and support the well being of employees.

The Public Service Commission goals are consistent with, and support, government department human resource goals and priorities as well as the overall goals and priorities of government, including:

- responsible, accountable government,
- continuous learning,
- fiscal stability,
- good internal management, and
- a professional public service.

"Success Through People":

The Government of Nova Scotia will continue to achieve success through people by recruiting and retaining quality leaders revitalizing the management complement, streamlining business processes and investing in training and development.

Public Service Commission

Core Business Areas

1. Labour Relations

Manage the employment relationships for government with its direct employees, including collective bargaining, and develop a comprehensive and integrated approach to labour relations in the broader public sector. Ensure a consistent approach and application, key to fiscal responsibility and accountability, within government and the broader public sector.

- Union/Management Consultation
- Collective Bargaining/Labour Relations
- Provide appropriate direction to the public service
- Advise Minister

2. Human Resource Management Policy

Human resource policies give managers and employees guidance as to the direction government wishes to take on a particular issue. Provide strategic guidance to government on human resource management issues through policies which are aimed at innovative methods for developing the public service to meet changing needs.

- Research in support of human resource policies, programs, and collective bargaining
- Policy development, formulation and implementation
- Coordinates Business Plan process for the Nova Scotia Public Service Commission
- Set policy and evaluation frameworks for broader public service
- Provide policy advice and assistance to HR community within government and the broader public sector

3. Human Resource Programs and Services

Focus on recruiting, developing and retaining professional and effective public servants through key human resource programs and services.

- Diversity management
- Staffing
- Classification and compensation
- Training and development
- OH&S/Disability Management
- Employee Assistance Program (EAP)
- Performance management
- Succession management

4. Evaluation and Audit

As part of the ongoing commitment to improve the design, delivery and accountability of Public Service Commission human resource policies and programs, the Public Service Commission will fully staff the Evaluation and Audit section during this fiscal year. Broad consultations with the human resources community and other stakeholders will provide the basis on which work plan priorities are set.

- Accountability and effectiveness of HR programs and policies as part of an overall commitment to managing for results;
- Accurate, objective, evidence-based information that supports effective decisions on programs and policies;
- Assess the relevance and effectiveness of policies and programs including an assessment of risk and alignment with departmental and government-wide priorities.

Priorities

The Public Service Commission has identified priorities in support of the Public Service Commission's goals. Other new initiatives may be introduced if resources permit.

1. Labour Relations

Major initiatives that are required to achieve improvements in the area of labour relations:

- ***Initiating a comprehensive and integrated strategy for labour relations in the broader public service.***
  - identifying the existing capacity and structures.
  - determining how they can be most effectively utilized and organized.

- ***Increase the labour relations ability within government by:***
  - upgrading or refreshing skills within the HR community through provision of Labour Relations Training Program.
  - developing a Labour Relations Training Program for the line managers.

2. Human Resource Management Policy

Priorities in support of Human Resource Management for Government through high quality, innovative policies and extending these policies into the broader public service:

- ***"Employer of Choice" policies***
  - to promote existing "Employer of Choice" policies and develop new policies in support of Public Service Commission "Employer of Choice" goals and priorities.

3. Human Resource Programs and Services

Programs and services in support of recruiting, developing and retaining a professional and effective public service:

- ***Management Compensation Project***
  - the Management Compensation Project includes an examination of both the job evaluation (classification) and pay component of the Management Compensation system. This ongoing priority, in support of recruiting and retaining the resources necessary for a productive, sustainable workforce, will be realized in the fiscal year 2003/2004.

- ***Coordinate the Bargaining Unit Classification Project***
  - the Bargaining Unit Classification Project, a review of all civil service bargaining unit positions, to develop a new job classification system which commenced in Summer 2001, scheduled for completion in the fiscal year 2003/2004.

- ***Performance Management, Phase I***
  - ensure all MCP (management group) managers are trained in setting targets and assessing performance for the MCP group
  - update the core leadership competency assessment instrument for use in the Performance Management System

- ***Further develop and build upon existing succession management programs while considering new program possibilities and strategies.***
  - implement government-wide succession management practices to prepare individuals for future vacancies in government.
  - further develop Executive Career Assignments Program (ECAP), a provincial public service management development program designed to equip participants with the

necessary competencies and experience to assume higher level positions as well as ongoing leadership development programs, will be further promoted and developed.
- establish clear structures across government departments to strategically address anticipated staff and skill shortages.

- ***Implement Streamline Staffing***
  - a streamline system designed with line departments may reduce existing average to fill a position from 75 days after competition close to 20.
  - the Public Service Commission will continue to support the staffing function by providing training, post vacancies and final authority.

- ***Further support and promote Wellness in the Nova Scotia Public Service***
  - lead corporate Occupational Health and Safety (OH&S) initiatives, work with and support departments and employees in meeting their responsibilities for health and safety.
  - further promote Employee Assistant Program (EAP) and evaluate effectiveness of program.

- ***Implement HR (SAP)***
  - an information management system which will integrate government financial and human resource data.

4. Evaluation and Audit

Steps towards ensuring the quality and value of human resource policies, programs, standards and practices:

- ***Establish communication and liaison relationships***
  - communication lines, and liaison relationships will need to be built between the management of this function and its clients:
    - line department's Human Resources functions
    - public service entities (as defined in the definition)
    - senior management within the Public Service Commission
    - Deputy Ministers' Advisory Committee
    - Corporate Internal Audit Function at Department of Finance
    - Office of the Auditor General

Functions that Support Priorities

All priorities as well as existing ongoing human resource policies, programs and services require ongoing support within the Public Service Commission. Functions that support priorities and ongoing work include:

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Research

- ***Research in support of government policies, programs and collective bargaining***
  - research, including cross-jurisdictional collection of policies, program, salary and benefit information, is required on an ongoing basis, to identify best practices as well as collect necessary data for a solid collective bargaining strategy

- ***Advice and assistance within government and the broader public sector***
  - as mandated under legislation, the Public Service Commission shall determine what is appropriate as well as provide ongoing policy advice and assistance for the broader public service

- ***Workforce Demographics***
  - workforce demographics will continue to be incorporated into the decision-making process for both staff training and development and recruitment strategies

Diversity Management

- ***Promote diversity***
  - develop and deliver diversity initiatives
  - incorporate diversity considerations within all human resource programs including succession management
  - introduce a new training program to provide diversity management skills to managers. This program builds upon the Diversity Management Training Program for Deputy Ministers
  - monitor representation through employees demographics
  - implement affirmative action policy and assist departments with the development and implementation of affirmative action plans.

Communications

- communicate corporate policies, programs and services
- communicate the broader mandate of the Public Service Commission

Training and Development

- plans learning events, courses and other employee and management development activities
- provides consultation services to Deputy Minister and Human Resource Directors
- manages the tendering process for training and consultation services across government

Administrative Support

- streamline administrative processes to ensure focus on strategic rather than administrative human resources

Budget Context

The following represents the fiscal year authority for 2001-2002 and budget for 2002-2003 by core business area.

Budget Context Chart Public Service Commission			
Core Business		**2001 - 2002 Fiscal Year (thousands)**	**2002-2003 Fiscal Year (thousands)**
1	Labour Relations	744.7	670.1
2	Human Resource Management Policy	422.1	370
3	Human Resource Programs & Services	3401.0	3271
4	Audit and Evaluation	173.4	157.3
	Administration and Support	957.2	1030.6
	Total - Gross Current	5698.4	5498.9
	Total - Recoveries	-1601.4	-1273
	Total - Program Expenses	4097	4226
	Salaries and Benefits	3697.6	3860.4
	Funded Staff (FTEs)	65	65

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Core Business Area 1: Labour Relations						
	Outcome	**Indicator**	**Measure**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
1	Improved Collective Agreement Administration	Labour Relations Training for HR Community and Line Managers	# of sessions HR Community	0	To have delivered LR training to all HR Consultants, Managers and Directors	Develop training in consultation with HR community - **Priority**
			Line Managers (availability to those who require)	0	To have delivered LR training to all line management requiring LR training	Support by providing time and resources to Staff Relations staff, adequate to meet the targets.

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Core Business Area 2: Human Resource Management Policy						
Outcome		**Indicator**	**Measure**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
1	Provide employees and managers with a high quality work environment	Reduction in employee and manager absenteeism	Absenteeism rates	9.78 days/employee (civil service)	Absenteeism rate of 8.75 days/ person/year	Evaluate Attendance Management Policy
		Reduction in incidences of work- related stress	Incidences of work-related stress	18.9%	15%	Track incidences of workplace stress
		Reduction in staff turnover	Employee and manager turnover rates	3.32% on voluntary separation	Continue to monitor trends and incorporate into decision-making	Track staff turnover

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Core Business Area 3: Human Resource Programs and Services

Outcome		Indicator	Measure	Base Year Measure (2000/2001)	Target 2004/2005	Strategies to Achieve Target
1	Attract and retain the most suitable individuals	Employee and manager learning and skill development is expected and supported	% of employees and managers receiving performance assessment	17% management (MCP) employees Baseline for bargaining unit employees will be established in 02/03	85% of employees and managers receiving performance assessment by 2004	Implement Corporate Human Resource Development Strategy Establish Deputy Ministers' Advisory Committee (complete) Involve HR Forum in developing and implementing the Corporate HR Plan Establish performance management framework and audit depts regarding their responsibility for establishing Public Service Commission Plans Assist departments in linking employee performance to government performance through effective use of the performance management system - **Priority** Implement pay for performance for management employee, (contingent upon increase in funding). - **Priority** Develop and implement "Employer of Choice" policies and programs - **Priority** Evaluate MPA(M) Program
			# of employees and managers attending HRD training	Extended leadership: 200 employees	Maintain	
				Service wide: 1,700 employees	Maintain	
			Staff turnover rate	3.32%	Continue to monitor trends and incorporate into decision-making	

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Core Business Area 3: Human Resource Programs and Services						
Outcome		**Indicator**	**Measure**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
1	Attract and retain the most suitable individuals ~ cont'd~	Success with initiatives which market the Nova Scotia public service as an attractive employer, provide work opportunities for youth and attract knowledge workers to the Nova Scotia public service.	# of youth internships	16 16	Increase *(contingent upon increase in funding)*	Implement initiatives which market the Nova Scotia public service as an attractive employer, provide work experience opportunities for youth and attract skilled workers to Nova Scotia public service Continue Career Starts Program and evaluate
2	Committed to becoming a learning organization and create continuous learning opportunities for its employees	Increase training and development activities and opportunities	# of employees and managers attending HRD training	Extended Leadership 200 employees Service-wide 1,700 employees	Maintain	Establish performance management framework and audit depts regarding their responsibility for establishing Department Human Resources Plans and individual employee training plans
			$ spent by Gov't on HRD employee training	$519,766		
			# of HRD total training days	Extended leadership 120 days Service-wide ☎ 235 days	Increase *(contingent upon increase in funding)*	Evaluate Career Starts Program Promote use of secondments, interchanges
			# of work experiences, co-op and internship placements	Youth Internship = 16 Coop = 19	Increase *(contingent upon increase in funding)*	

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Core Business Area 3: Human Resource Programs and Services						
Outcome		**Indicator**	**Measure**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
3	Ensure workforce values employee differences	Employees and managers are provided with diversity management education	# of employees and managers attended Diversity and Employment Equity Education Program courses	250 people took program in 2000/2001 (approx. 75% of workforce have taken the program)	95% of workforce	Continue to deliver Diversity and Employment Equity Education Program and evaluate
4	Ensure departments are positioned to respond to emerging human resources needs	Departments develop and implement leadership development and continuity strategies	# of employees and managers attending "leadership development training"	200 employees/year	maintain	Work with departments to develop and implement leadership development and continuity strategies Implement Succession Planning - **Priority** Evaluate Performance Management Policy
		Review and ensure effectiveness of the staffing process	# of days to fill a position	Average of 75 days from closing date	Average of 20 days from closing date PSC will reduce total time by 2-3 days, in order to reduce from 75 to 20 line department (managers and HR) participation is required.	Work with departments to review and ensure effectiveness of the staffing process.- **Priority** Implement streamline staffing - **Priority**

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Core Business Area 3: Human Resource Programs and Services						
Outcome		**Indicator**	**Measure**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
5	Provide an environment which supports the well-being of employees and managers.	Employee wellness	Utilization rate	8.32%	Increase	Further promote EAP, increased awareness will result in increased utilization Evaluate utilizations rates of EAP Program Evaluate effectiveness of Corporate Attendance Management Policy Develop a strategy that promotes wellness in Nova Scotia public service **- Priority** Develop and implement Disability Management initiatives
			Time lost due to general illness	GI/MD = 4.15 day/employee civil service only	GI/MD = 3.75 day/employee	

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Core Business Area 4: Audit and Evaluation					
Outcome	**Indicator**	**Measure**	**Base Year Measure (2000/2001)**	**Target 2004/2005**	**Strategies to Achieve Target**
The focus of audit and evaluation as a new core business area mandated under legislation, will be the establishment of an annual planning process and development of an audit and evaluation mandate document. Outcomes and outcome measures will be identified in the 2003/2004 Business Plan.					

Appendix A

The HR Forum, made up of representatives from the Public Service Commission and HR Directors from the line departments, have worked together over the past two years to develop six common strategic directions to help make the government an "Employer of Choice". The achievement of objectives resulting from this common, longer term strategy for the human resource community will be a shared responsibility between the Public Service Commission and line HR departments.

1. Implement succession management
   - to ensure supply continues to meet demand, incorporating diversity considerations

2. Revitalize performance management
   - to ensure all employees are recognized for their achievements in relation to government and department goals

3. Strengthen labour relations capacity in government
   - to achieve consistency of approach and application in Labour Relations in the broader public sector

4. Align human resource structures.
   - to make the HR component an integral part of corporate/department business planning
   - to co-ordinate the timing of human resource initiatives to match the capacity of government's human resource cadre to implement them

5. Institute continuous quality improvement.
   - to ensure HR programs, systems and processes continue to provide consistency of application and excellent client services

6. Support and improve occupational health and safety systems and processes.
   - to strengthen HR/OHS relationships, build the best HR practices and deliver quality services to our clients.